Business Owner: The Most Critical Role for the Future of Agile

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Consulting and training company focused on accelerating business results based on Lean, Agile and Exponential approaches. We guide and assist business owners to succeed in their initiatives with powerful tools for strategy analysis and execution at the leadership, management and cultural levels. A Business Analysis approach that aims to accelerate business results (value delivery to stakeholders in a particular context) by an effective analysis of business needs, solution approaches and change strategies based on Lean, Agile and Exponential thinking.

A movement that aims to awaken in society the interest for new models of leadership, management and organizational culture that enable the development of a prosperous and fair New Digital Economy.
What is the most critical role for the future of Agile?

It depends on what is the future of Agile …
The Heart of Agile
Alistair Cockburn

Modern Agile
by Joshua Kerievsky

- Collaborate
- Improve
- Deliver
- Reflect

- Make People Awesome
- Experiment & Learn Rapidly
- Deliver Value Continuously
- Make Safety a Prerequisite

MODERN AGILE
Business agility is the ability of an organization to:

✓ Adapt quickly to market changes - internally and externally
✓ Respond rapidly and flexibly to customer demands
✓ Adapt and lead change in a productive and cost-effective way without compromising quality
✓ Continuously be at a competitive advantage

Business agility is concerned with the adoption of the evolution of values, behaviors and capabilities. These enable businesses and individuals to be more adaptive, creative and resilient when dealing with complexity, uncertainty and change leading to improved well-being and better outcomes.
The Future of Agile is

Awesome Business

\[
R_a \times \frac{P_a + T_a}{\Delta t} \bigg) \quad E_a
\]

Where:

- \( R_a \) represents the awesome results produced by the business (Exponential Growth),
- \( \Delta t \) represents the time needed to achieve that results (Business Acceleration),
- \( P_a \) and \( T_a \) represent the awesome people and technologies that will support this (Business Capabilities),
- \( E_a \) represents the awesome experiences that will engage the people (Organizational Culture).

Parzianello and Piveta, 2017
The Formula in Practice

CULTURE
We engage by experience in a collaborative culture based on experimentation and learning that delights our customers

PEOPLE
We develop new capabilities in leadership, management and innovation with AGILE

TECHNOLOGIES
We increase scalability and generate new opportunities with ExO

PROCESSES
We accelerate our processes and product delivery with LEAN

GROWTH
We seek a sustainable exponential business growth
A Model for Making Businesses Awesome
A Model for Making Businesses Awesome

**Organization**
- **Management**
- **Culture**
- **Individual**

**Process Perspective**
- Value Stream, Inspection and Adaptation
- Environement and Behaviors
- Attitudes, Practices, Habits and Artifacts

**Product and Service Perspective**
- Focus on Customer, Experimentation and Learning
- Organizational Capabilities
- Knowledge and Skills

**Business Perspective**
- Focus on Market, Growth and Innovation
- Beliefs and Values
- Emotional States

**Strategy Horizon**
- Leadership Horizon
- Inspiration, Transformation and Trust
- Purpose

**Initiatives Horizon**
- Operations Horizon
- Focus on Customer, Experimentation and Learning
- Beliefs and Values
- Emotional States

**Strategy**
- **People Perspective**
- Lean, Agile and Exponential Growth
- **Awesome Experiences**
- **Personal Achievement**

**Strategy Horizon**
- **Why**
- **What**
- **Stakeholder Perspective**
- **Awesome Results**
- **Delight**
- **Transcendence**
- **Short Term**
- **Mid-Term**
- **Long Term**
A Model for Making Businesses Awesome

Organization
Management
Culture
Individual

Process Leader
Product Leader
Business Leader
People Leader

Process Perspective
Product and Service Perspective
Business Perspective
People Perspective

Operations Horizon
Initiatives Horizon
Strategy Horizon
Leadership Horizon

Value Stream, Inspection and Adaptation
Focus on Customer, Experimentation and Learning
Focus on Market, Growth and Innovation
Inspiration, Transformation and Trust

A Model for Making Businesses Awesome

Awesome Results
Lean, Agile and Exponential
Awesome Experiences
Personal Achievement

SHORT TERM
MID-TERM
LONG TERM
TRANSCENDENCE
DELIGHT

Attitudes, Practices, Habits and Artifacts
Knowledge and Skills
Emotional States
Identity and Mission

Process Leader
Product Leader
Business Leader
People Leader

Focus on Value Stream, Inspection and Adaptation
Focus on Initiatives Horizon
Focus on Strategy Horizon
Focus on Leadership Horizon

Value Stream, Inspection and Adaptation
Focus on Initiatives Horizon
Focus on Strategy Horizon
Focus on Leadership Horizon

Lean, Agile and Exponential
Awesome Experiences
Personal Achievement
Awesome Results
Business Owner at a Glance

- The BO leads the evolution strategy (changes) of her/his business context.
- The BO leads the strategy execution (rollout) in that business context.
- The BO stands for stakeholder expectations and shareholders interests (value perception).
- The BO is the ultimately responsible for business outcomes and ROI.
- The BO understands that resources (solutions) should support business capabilities (needs).
- The BO guides the development team (product) to deliver the right solution at the right time.

- The BO is the key stakeholder for that business context, but not necessarily the sponsor of a program or initiative.
- The BO helps coordinate efforts with other departments and organizations, as well as manage conflicts (people).
- The BO understands that new capabilities (needs) are the key response to business growth and competitive advantage.
- The BO represents a specific business context in the organizational environment.
- The BO leads the business evolution in that context.
The Business Owner Role

Business Owners are Lean-Agile Business Leaders responsible for evolving a business context (ownership) by developing new capabilities (needs) leveraged by awesome people and technologies (solutions).

Parzianello, 2019

Business Owners are a small group of stakeholders who have the primary business and technical responsibility for governance, compliance, and return on investment (ROI) for a Solution developed by an Agile Release Train (ART). They are key stakeholders on the ART who must evaluate fitness for use and actively participate in certain ART events.

https://www.scaledagileframework.com/business-owners/
### Business Owner Common Practices

<table>
<thead>
<tr>
<th>ACTION</th>
<th>OPERATIONS</th>
<th>INITIATIVES</th>
<th>STRATEGY</th>
<th>LEADERSHIP</th>
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<tbody>
<tr>
<td>Analyze</td>
<td>Solution Approaches</td>
<td>Customer (Experiences)</td>
<td>Business Actual State (Context)</td>
<td>Purpose and Vision (Challenge)</td>
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<td>Value Stream and Workflow</td>
<td>Products and Services (Capabilities)</td>
<td>Business Risks and Opportunities</td>
<td>Culture (Values and Principles)</td>
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<tr>
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<td>Team Priorities and Capabilities</td>
<td>Business Future State (Results)</td>
<td>Business Evolution (Needs)</td>
<td>Identity and Mission (Commitment)</td>
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<td></td>
<td>Impediments and Risks</td>
<td>Business and People (Changes)</td>
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<tr>
<td>Plan</td>
<td>Weekly Basis (Team Level)</td>
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<td>Quarterly Basis (Enterprise Level)</td>
<td>Daily Basis (Individual Level)</td>
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<td>APDCL Meetings</td>
<td>Initiative/Program Meetings</td>
<td>Portfolio Meetings</td>
<td>Team and Individual Meetings</td>
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<tr>
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<td>Solution Roadmap (Backlog)</td>
<td>Business Roadmap (Backlog)</td>
<td>Organization Roadmap</td>
<td>Structural Growth</td>
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<tr>
<td></td>
<td>Team Capacity</td>
<td>Value Delivery</td>
<td>Objectives and Key Results</td>
<td>Feedback Loops</td>
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<tr>
<td>Do</td>
<td>Support and Trust Teams</td>
<td>Coordinate Key Stakeholders</td>
<td>Align Expectations and Constraints</td>
<td>Empower Teams</td>
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<tr>
<td></td>
<td>Decentralize Decision-Making</td>
<td>Decompose and Prioritize</td>
<td>Develop a Transformation Roadmap</td>
<td>Inspire and Coach Them</td>
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<tr>
<td></td>
<td>Remove Impediments/Demotivators</td>
<td>Generate Short-Term Wins (Rollout)</td>
<td>Establish a Sense of Urgency</td>
<td>Develop Competences</td>
</tr>
<tr>
<td>Check</td>
<td>Business Operations (OKRs)</td>
<td>Business Initiatives (OKRs)</td>
<td>Business Strategy (OKRs)</td>
<td>Team Safety and Motivation</td>
</tr>
<tr>
<td></td>
<td>Solution Performance (Resources)</td>
<td>Business Performance (Capabilities)</td>
<td>Business Evolution (Growth)</td>
<td>Customer Enlightenment</td>
</tr>
<tr>
<td></td>
<td>Root Causes, Risks and Impacts</td>
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<td>People “Awesomeness”</td>
</tr>
<tr>
<td></td>
<td>Action Plans</td>
<td>Initiative/Program Plans</td>
<td>New Approaches in Culture</td>
<td></td>
</tr>
<tr>
<td>Learn</td>
<td>Lean Thinking (Value and Waste)</td>
<td>Agile Thinking (VUCA World)</td>
<td>Business Agility</td>
<td>Make the difference (Executive)</td>
</tr>
<tr>
<td></td>
<td>Communication &amp; Collaboration</td>
<td>Digital Thinking (New Economy)</td>
<td>Exponential Growth (ExO)</td>
<td>Be an example (Coach)</td>
</tr>
<tr>
<td></td>
<td>Self-Organizing Teams</td>
<td>Systems Thinking &amp; Complexity</td>
<td>Organizational Sustainability</td>
<td>Go beyond (Visionary)</td>
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<td>Continuous Improvement</td>
<td>Culture of Experimentation</td>
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Business Owner Underlying Competencies

✓ Business Knowledge
- Industry Knowledge
- Business Acumen
- Market and Technology Trends
- Organization Knowledge
- Customer Experience

✓ Business Analysis
- Strategy Analysis
- Design Thinking
- Requirements and Hypothesis
- Solution Analysis
- Value and Risk Management

✓ Management Knowledge
- Business and Change
- Information and Knowledge
- Objectives & Key Results
- Products, Process and Technology
- Projects, Programs and Portfolio

✓ Methods and Frameworks
- Business Agility
- Exponential Organizations
- Lean-Agile Thinking
- Kanban; Scaled Agile

Based on IIBA’s Business Analysis Competence Model V.4 (BACM)

✓ Analytical Thinking
- Learning
- Critical Thinking
- Creative Thinking
- Decision Making
- Problem Solving
- Systems Thinking
- Conceptual Thinking
- Visual Thinking

✓ Behavioral Characteristics
- Ethics
- Accountability
- Commitment
- Trustworthiness
- Organization
- Adaptability

✓ Communication Skills
- Verbal Communication
- Non-Verbal Communication
- Written and Visual Communication
- Listening

✓ Interaction Skills
- Leadership and Influencing
- Partnership and Facilitation
- Negotiation and Conflict Resolution
- Mentoring and Coaching

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Based on IIBA’s Business Analysis Competency Model v4.0

**General Awareness**
Someone who has a fundamental awareness and understanding of basic knowledge, skills and desire required for an effective Business Owner role

**Practitioner Business Owner**
Someone who adheres to prescribed ways to work in order to execute supervised activities related to the Business Owner role

**Professional Business Owner**
Someone who successfully performs the role of Business Owner by leading business evolutions of basic to moderate complexity independently

**Senior Business Owner**
Someone who dominates the role of Business Owner and leads successful business evolutions, regardless of level of complexity

**Lean-Agile Business Leader**
Someone who challenges the status quo and leads successful business transformations

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A BUSINESS ACCELERATOR MODEL

**Management and Mentoring**
- Business Perspective (Results and Capabilities)
- Product Perspective (Resources and Technology)
- Process Perspective (Continuous Improvements)
- People Perspective (Organizational Culture)

**CORE BUSINESS**
- Squad A: Product Owner, Team Members
- Squad B: Product Owner, Team Members

**BEHIND CORE BUSINESS**
- Squad A: Product Owner, Team Members
- Squad B: Product Owner, Team Members

**BEYOND CORE BUSINESS**
- Squad A: Product Owner, Team Members
- Squad B: Product Owner, Team Members
- Squad C: Product Owner, Team Members

**Sponsor**
- Business Owner

**Scrum for Business**

**Kanban**

- Metrics

**Digital Culture**

**Agile Culture**

**VUCA Leadership**

**Leadership Development**

- Critical analysis based on data and facts
- Evolution of analytical and managerial capabilities
- Systems thinking focused on customer
- Continuous improvement (value, waste and innovation)
- Cadence in Business, Products and Programs

- Attracting talents by purpose and mastery
- Transparency, inspection and adaptation
- Human and organizational development
- Collaborative and self-organized environment
- Leadership Development (Coach and Visionary)
Discussions

- Experienced leader
- 100% Business (grow)
- Long term (inspiration)
- Exponential thinking (capabilities)
- Whole vision (customer/needs)
- Hypothesis and experiments
- Team members (commitment)
- ROI based
- Lean, Agile and ExO promoter

- Inexperienced leader
- 100% Operations (keep)
- Short term (anxiety)
- Linear thinking (resources)
- Limited vision (silos/solutions)
- Requirements and procedures
- Order creators (features)
- COST based
- No interest in Lean, Agile and ExO

From our experience
The Business Owner is the most critical role for an effective organizational transformation that aims to achieve the benefits of Business Agility.